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# Prior Year Accomplishments

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# PRIOR YEAR ACCOMPLISHMENTS

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This section highlights prior year accomplishments as reported by City of Norfolk departments. Because of the timeframe in which they were reported, the accomplishments are inclusive of items that fall between both the 2013 calendar year and the 2014 fiscal year.

## Cemeteries

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- Provided services for 778 funerals.
- Sold 359 graves.
- Installed 444 memorial foundations.
- Installed 20 trees and planted 2,500 spring and fall annuals throughout all cemeteries.
- Provided 16 historical tours of Elmwood and Forest Lawn Cemeteries to 429 participants.
- Initiated the comprehensive cemeteries cultural resource management (CRM) plan.
- Partnered with citizens to establish the Norfolk Society for Cemetery Conservation, a nonprofit organization, design to raise funds for the protection, preservation, and promotion of Norfolk's historic and municipal cemeteries.

## Circuit Court Judges

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- Introduced approximately 300 middle and high school aged students to the judicial process by hosting mock trial courts as part of an annual program coordinated by the Norfolk & Portsmouth Bar Association, Norfolk Public Schools, Virginia Bar Association and the Virginia YMCA.

## City Attorney

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- Collected \$8.7 million from January 1, 2013, through December 31, 2013 from general collections (bankruptcies, meal taxes, business licenses, HAZMAT, etc.), city appeals (fines and restitutions), and suits filed in the Circuit and General District Courts. Collection activity takes less than ten percent of the City Attorney's time yet recovers virtually all of its expenses. The department's much greater contribution lies in the provision of legal representation, advice, and defense.
- Opened 6,249 new legal issues and matters.

## City Auditor

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- Initiated five audits, continued four audits, and continued ten allegations.
- Investigated 27 reported allegations of fraud, waste, and abuse from the fraud hotline.
- Issued ten audit, investigations, and special review/management advisory reports.

- Participated in external quality control reviews (peer reviews) of other government entities' audit departments or offices.
- Presented at the FY 2014 Housing and Urban Development (HUD) Entitlement Subrecipient Training session hosted by the Office of Budget and Strategic Planning.

## City Clerk

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- Assisted in the planning and coordination of the grand opening of the Norfolk Amtrak Station.
- Planned and coordinated with the Hampton Roads Chamber of Commerce, the Mayor's State of the City address, which was attended by 1,100 people.
- Assisted in planning the annual Dr. Martin Luther King Jr. events.
- Supported the Celebrate Trees Program.
- Supported the Norfolk Sister City Association with various events throughout the City of Norfolk.
- Coordinated the annual budget hearing which included providing an official record of speakers and topics.
- Coordinated the city float for the "Holidays in the City" parade.
- Provided training and assistance for the city's records officers.

## City Manager

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- Oversaw the continued development of the citywide priority setting process approved by City Council that provide measures of a well-managed government.
- Coordinated the annual two day City Council retreat providing the mayor and councilmembers an opportunity to review in-depth major city issues, challenges and opportunities as well as provide direction to the administration focusing on short and long term goals.
- Received the 2013 All-America City Award from the National Civic League in recognition of outstanding civic accomplishments for work towards Supporting Veterans in a State of Wellness, Flood Mitigation, and Neighbors Building Neighborhoods. These programs are examples of the city's continuing effort to provide Norfolk residents a well-managed government that is innovative, inclusive, and promotes cross sector collaboration in addressing pressing local challenges.
- Received a Silver Level Certification in the Virginia Values Veterans initiative. Norfolk was one of only 26 employers in the Commonwealth and the only municipality to achieve this level of certification. The certification was rewarded based on the city exceeding its commitment to make veterans at least 15 percent of new hires in FY 2013 and pledge to retain at least 85 percent of those new hires. In FY 2013, Norfolk hired 106 veterans and this number represented almost 18 percent of new hires.
- Selected by the Rockefeller Foundation to join the 100 Resilient Cities Centennial Challenge. Norfolk is one of 33 cities from a pool of nearly 400 municipalities across six continents selected to participate in the first round of the Resilient Cities Network. As a member of the network, Norfolk will receive assistance in creating a resilience plan that addresses Norfolk's needs in four areas: finance; technology; infrastructure and land use; and community and social resilience.

- Oversaw the creation of the new one-stop Development Service Center in City Hall. The Development Service Center is customer focused with the goal of streamlining building and development processes through the incorporation of technology such as online submission and review of permits for greater efficiency and enhanced service delivery.
- Oversaw the creation in collaboration with community stakeholders of an arts district in the North of Granby corridor. The Art District's strategic location is in close proximity to key cultural assets such as the Chrysler Museum and Harrison Opera House. This strategic location provides opportunities for investment and future development within the corridor.
- Hosted a street festival called "Meet, Greet, and Imagine" to showcase new development on Granby Street and encourage residents and visitors to enjoy Downtown Norfolk.
- Partnered with Team Better Block to host a second demonstration "Better Block" project along the 35th Street Business District in the Park Place neighborhood providing residents experience implementing short-term neighborhood revitalization projects.
- Expanded "Healthy Norfolk" initiative with partner organizations identifying opportunities to improve access to physical activity, healthy eating opportunities and encourage healthy lifestyles. FY 2014 initiatives included collaboration with the Norfolk Department of Public Health to bring together leaders of healthcare community, including, Bon Secours Medical Center, The Children's Hospital of the King's Daughters, Eastern Virginia Medical Center, Lake Taylor Transitional Hospital, and the Sentara Hospital Group to discuss efforts to improve the overall health of Norfolk's citizens by focusing on decreasing obesity rates.

## City Planning

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- Awarded the 2013 Outstanding Comprehensive Plan Award - in the Large City category - for planNorfolk2030 by the Virginia Chapter of the American Planning Association.
- Completed revisions to the floodplain ordinance and the historic district zoning regulations.
- Improved the grass cutting and maintenance of vacant city-owned GEM lots by increasing contractor accountability while significantly reducing costs to the City of Norfolk.
- Initiated digital review for commercial and residential plans as well as electronic plan storage and retrieval which reducing the cost of submitting and storing plans for customers and the city.
- Installed a living shoreline and restored wetlands along a portion of Colley Bay in the Lafayette River.
- Supported the City of Norfolk's Smart Processing initiative in a variety of ways including the opening of the Development Services Center, increasing the number of payment options for customers, implementing the revised fee schedule, and expanding digital distribution of information to the Planning Commission and the Design Review Committee.
- Developed an expanded marketing program using on-line as well as printed materials to guide residents through planning, zoning and environmental processes.

## City Real Estate Assessor

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- Completed annual reassessment of all taxable and non-taxable properties in the city.

- Maintained quality levels of performance and productivity and completed state and locally mandated responsibilities with a reduced level of personnel.

## **City Treasurer**

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- Introduced use of debit cards for jury duty reimbursements to reduce the city's cost of issuing and mailing checks to jurors.
- Increased recovery efforts by aggressively pursuing delinquent businesses.
- Identified and implemented a new system to improve cost recovery for the Environmental Abatement Recovery/ Nuisance Abatement program.
- Installed an ADA compliant service counter.
- Implemented a staff career development program to continue to be efficient, effective, and keep current with changes in the Norfolk City Code and Code of Virginia.
- Worked with the Commissioner of the Revenue to encourage cooperation between the offices.

## **Commissioner of the Revenue**

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- Collaborated with Virginia Department of Transportation and obtained E-ZPasses for sale in the Commissioner of Revenue's Office. This was a way to offer this service to the citizens of Norfolk without adding any new employees. Proceeds from these sales will go to the city.
- Opened first of several online modules for citizens and businesses to access services and information over the Internet. This project is a high priority to allow citizens to have easier interaction with the functions of the Commissioner's Office. Once all modules are operational the system should be a model for other offices in the state. It will also be examined to determine how it reduces costs.
- Reviewed all positions in the office in order to maximize state reimbursement of Commissioner of Revenue positions.
- Installed a counter usable for personal property matters. E-ZPass purchases and DMV Select service are more convenient for citizens with disabilities. This was accomplished using city funds set aside for ADA compliance.
- Met with civic league leaders and implemented a plan to detect and address yard sale abuses that are detrimental to values and enjoyment of neighborhoods. This plan balances the needs of the neighborhoods and the need of the Commissioner's office to be cost effective in targeting abuses.
- Worked with the Treasurer to encourage cooperation between the offices. Regular communication between the two offices is now expected and encouraged. The offices now have the same hours of operation.
- Continued to operate one of the busiest DMV Select operations in the state. A new work station was added to reduce wait time. DMV Select is provided as a service for the convenience of citizens.
- Utilized audits, newly discovered assessments and compliance department to ensure that everyone pays their fair share.

## Commonwealth's Attorney

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- Received \$94,773 in federal asset forfeiture funds to pay for new equipment and training from the Virginia Attorney General's Office as part of a national settlement with Abbott Laboratories.
- Opened Veterans Track of Norfolk Circuit Court Drug Court.
- Marked the first graduate of an Offender Re-Entry Docket in Virginia from Norfolk Circuit Court's Offender Re-Entry Docket.
- The Commonwealth Attorney's office was represented at more than 125 community events/meetings. The office's participation in civic league meetings, community fairs, and other neighborhood events provides citizens a resource to help with legal problems and a chance to voice their input on crime prevention strategies.

## Communications and Technology

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- Installed a new emergency generator system to provide back-up electrical power during power outages, increasing system reliability.
- Managed technology implementation for the new Courts building and Slover Library construction projects.
- Migrated PeopleSoft Human Resources and Payroll Management system off the mainframe computer reducing recurring costs by \$400,000 per year.
- Programmed ePerformance reviews with workflow processes and notifications, standardizing employee performance evaluations citywide.
- Implemented the Intelligent Bar Code on all forms and bills as mandated by the US Post Office reduced mailing costs.
- Opened the Development Center providing one easily accessible location for residents/contractor/tradesmen to procure building construction permits.
- Created N.I.C.E. (Neighbors Initiating Community Enhancements) Block Program, a joint effort between residents and city staff, to identify small capital improvement neighborhood projects using Capital Improvement Project (CIP) funding.
- Produced "Charting Your Course: A Property Owners' Guide to Increasing Rental Property Value and Enhancing Property Management," an educational resource manual.
- Introduced \$500 mini grants as part of Block-by-Block Neighborhood Pride Program.
- Continued to be the number one viewed Hampton Roads municipal channel on YouTube.
- Doubled Norfolk's social media presence on Twitter and Facebook.
- Began "Come Home to Norfolk" and "Fit City Connect" blogs to link Norfolk residents to educational information and resources aimed at maintaining a healthy lifestyle.
- IMPACT services provided to the community continued to grow through: the increase in call volume to 120,000 phone calls, an 85 percent increase; the increase in email requests to 6,400, a 41 percent increase; and an increase of on-line requests of 612 percent for services routed through the IMPACT Call Center.

## Cultural Facilities, Arts and Entertainment

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- Hosted the second Mid-Eastern Athletic Conference (MEAC) NCAA Division I Basketball Tournament for men's and women's teams at Norfolk Scope.
- Hosted the first annual Norfolk Scope Holiday Basketball Tournament featuring eight local high schools playing over three days in December 2013.
- Added the "Metal Matisse" to the city's Public Art collection.
- Promoted the first ever "Bacon Festival" on the Scope Plaza in an ongoing effort to bring more outdoor events downtown.
- Played an integral part in the planning and execution of several outdoor events on Granby Street.
- Hosted Bob Seger and the Silver Bullet Band at Scope on April 30, 2013.
- Hosted the first ever run of Jersey Boys in Chrysler Hall in February of 2013.
- Hosted sold out Jason Mraz and Ron White dates in Chrysler Hall in October and November of 2013.
- Signed a new ten year agreement with the Norfolk Tides keeping the Triple A baseball team at Harbor Park through 2023.
- Began renovations to Harbor Park that will include a new field, new club areas and a new 360 degree walk area for the ballpark.
- Finalized plans for the renovation of Scope which will eventually add new restrooms and concession area to the venue.
- Began work on the renovation of the Monroe Building which will become the new home for the Governor Magnet School.
- Began renovations to Chrysler Hall which will add new disabled seating areas to the venue.

## Development

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- Entered into an agreement with Simon Properties to develop a 450,000 square foot Premium Outlet Mall on the current site of Lake Wright Golf Course. The \$75 million investment will create approximately 800 new jobs.
- Assisted with new business retention and expansions including: XTuple, Black and White Cabs, O'Connor Brewing Company, EOS, Portfolio Recovery and the Schaubach Companies.
- Reached an agreement with Gold Key/PHR Hotels and Resorts to build a luxury 300 bed hotel, 50,000 square foot conference center and 600 space parking facility at the corner of Main and Granby Street.
- Continued work with the Cordish Company, which will include a \$40 million investment into Waterside to reposition the facility into a world class dining and entertainment complex.
- Assisted in the relocation of Amerigroup offices into the Lake Wright Executive Center.



- Continued to work on the Ghent Station development which will turn under-utilized and vacant city-owned property into a \$17.5 million mixed use center; to include a gourmet grocery and Bon Secours occupied medical office space.
- Assisted with the rehabilitation of the Midtown Shopping Center and continued to work with businesses in Wards Corner, and assuring the successful opening of the new Harris Teeter at K&K Square.
- Participated in diversity business initiatives, outreach to entrepreneurs, and presented information on government procurement and small and women-owned businesses opportunities.
- Collaborated with local universities and medical, energy, and technology sectors to promote new business growth in Norfolk.
- Assisted with new major residential construction in Ocean View, the Southside and Downtown.
- Finalized work for the \$9.6 million renovation of the Governors School for the Arts.
- Continued to market emerging retail and commercial areas of Norfolk including the Chelsea Business District, the Downtown Arts and Design District and the Park Place/35th Street District.

## Elections

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- Managed one Primary Election, two General Elections, two Special Elections, and two Recounts in FY 2014.
- Provided a Uniformed and Overseas Citizens Absentee Voting Act Coordinator to facilitate services to military and overseas voters.
- Initiated Online Virginia Voter Registration.
- Participated in development of pilot programs for the Virginia State Board of Elections.
- Actively participated in the development of new Virginia Voter Registration Application Form.
- Coordinated voter registration education efforts at Old Dominion University and Norfolk State University, which included training and participating in on-campus activities.
- Improved relationship with local senior retirement communities through voter registration and absentee voting education.
- Provided training and mentoring program for third-party groups who were conducting voter registration.
- Maintained the Norfolk Office of Elections website to share information with voters, candidates, and the public.
- Temporarily relocated Chrysler Museum Precinct to Chrysler Museum Glass Studio while museum is under construction.
- Relocated United Way Precinct to Lake Taylor High School and changed name of the precinct and polling place to Lake Taylor High School Precinct.
- Relocated Campostella Precinct to Southside Aquatics Center.

- Completed Americans with Disabilities Act review of all polling locations, with recommendations to the city for repairs and upgrades needed.
- Participated in the Virginia State Board of Elections "Be Election Ready" campaign.
- Developed website for supplemental Pollbook Officer training to include processing voters, voter identification, and voter assistance.
- Developed website for supplemental Officer of Election training to include sensitivity, accessibility, and voter assistance training.
- Participated in interstate crosscheck list.
- Maintained voter registration records for over 115,000 registered voters.

## **Emergency Preparedness And Response**

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- Fielded 539,000 911 emergency and non-emergency phone calls and dispatched 310,000 Police and Fire/EMS events.
- Completed in-house Telecommunicator Academy graduating nine new Telecommunicators.
- Upgraded voice logging recorder, vital in the documentation of 911 calls and radio traffic.
- Presented Compassion Fatigue training session at Virginia APCO Fall Conference.
- Upgraded Emergency Medical Dispatch (EMD) protocol.
- Installed new Computer Aided Dispatch (CAD) computer.
- Coordinated Public Outreach initiative including four Town Hall Preparedness meetings.
- Supported flood mitigation planning locally and statewide through representation on Flood Executive Committee and Governor's Secured Commonwealth Panel.
- Began construction on elevations of nine residential structures using FEMA Hazard Mitigation Assistance funding and submitted grant applications for elevation of 29 additional residential structures.
- Developed and adopted the Emergency Operations and Resilience Framework.
- Activated Virtual Emergency Operations Center to address winter weather emergencies.
- Certified 54 new members to the Citizen Emergency Response Team (CERT).
- Participated in four full scale disaster preparedness exercises.

## **Finance**

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- Received the Governmental Finance Officers' Association's "Certificate of Achievement for Excellence in Financial Reporting" award for the FY 2012 Comprehensive Annual Financial Report.

- Managed the city's \$1.3 billion debt portfolio including the issuance of new debt and the refinancing of the existing portfolio to decrease ongoing debt service costs by \$5.6 million from the original debt service requirements. The city's existing long-term and short-term bond ratings were upgraded by Standard & Poor (S&P) from "AA" to "AA+" and reaffirmed by Moody's (Aa2) and Fitch (AA+). Both rating agencies echoed S&P's praise of Norfolk's financial management.
- Represented the City of Norfolk at several small business regional events to promote doing business with the city. Met one-on-one with vendors to provide training of how to successfully conduct business with the city.
- Partnered with the city's Office of Budget and Strategic Planning to initiate enhanced internal control procedures to increase the transparency of financial and accounting data related to capital assets and projects and improve grant administration.
- Replaced the expiring current Standby Bond Purchase Agreement and the Remarketing Agent with respect to the Series 2007 General Obligation Variable Rate Demand Bonds.
- Developed and City Council formally adopted Financial Policies to guide current and future financial decisions related to budgeting, capital improvement planning, long-term financial forecasting, debt issuances and reserves maintained by the city to further strengthen the city's long-term fiscal sustainability and support activities of a well-managed government.

## **Fire-Rescue**

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- Purchased cardiac monitors and defibrillators for engines, ladders, and rescue units to obtain uniformity and to ensure capability of running 12 lead electrocardiography (EKG) devices.
- Achieved energy efficiency improvements (stations 2, 10, and 15) by replacing central air conditioning units and windows.
- Purchased replacement vehicles including a second severe weather vehicle.
- Hired two Operations Assistants through a pilot program with the Norfolk Vocational Center to help with logistics and to prepare themselves to enter the Firefighter Recruit process.
- Transitioned logistics responsibilities from the city's Central Storehouse to a facility on Cecilia Street.
- Received 2013 Homeland Security Grant in the amount of \$16,506 for the purchase of hazardous materials.
- Received Rescue Squad Assistance Grant in the amount of \$73,386.71 for the purchase of mobile gateway/hot spot routers.
- Achieved a total structural fire property loss percentage of 0.47% for 2013.
- Restored 46 cardiac arrest patients to Return of Spontaneous Circulation (ROSC) on arrival at area hospitals in 2013.
- Received grant funding in the amount of \$5,000 from FM Global, provider of commercial and industrial property insurance, for the purchase of equipment and supplies for arson investigations.
- Awarded \$300 in funding from the Firefighters Charitable Foundation for the Juvenile Firesetter Intervention and Education Program.

- Conducted two Fire academies with 46 recruits graduating to Operations in the fall of 2013.
- Trained and sanctioned twelve Norfolk Fire-Rescue Advanced Life Support (ALS) first responders to provide care in the Tidewater Emergency Medical Services (TEMS) region.

## **Fleet Management**

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- Executed a new car wash contract with a new billing process.
- Implemented a fuel card contract to provide fueling services for city staff travelling outside the local commuting area.
- Developed and implemented an online customer service survey.
- Negotiated citywide tolling rates and facilitated departmental coordination for accounts enrollment.
- Conducted fleet vehicle and equipment inventory project.
- Executed a contract with the Department of Motor Vehicles (DMV) to perform online registration and titling.
- Engaged Departmental Fleet Coordinators to better disseminate information.
- Worked with Public Works on the construction of the Towing Facility.
- Enhanced service levels for repairing police units and waste management vehicles with the reassignment of staff, increased reporting and accountability, and the full implementation of the vehicle parts contract to reduce delays with repair completion.

## **General Services**

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- Supported Consolidated Courts and Slover Library construction.
- Supported the construction and operation of the Southside Aquatics Center and the Amtrak Train Station.
- Completed Americans with Disabilities Act projects including automatic doors, restroom renovations, curb cuts, and swimming pool lifts.
- Initiated a new citywide reprographics contract providing high quality, low cost, responsive service.
- Initiated a citywide building assessment study of identified public buildings.
- Reduced energy consumption by installing energy efficient lighting, heating and cooling equipment and monitored this consumption with Energy Cap software.
- Prepared a standard operating procedure for building temperatures to reduce energy use.
- Supported numerous special events to include Harborfest, the Grand Illumination, and Better Blocks.
- Increased the adoption of animals through enhanced volunteer and foster programs.
- Increased the release rate of live animals, the highest in the Animal Care Center's recent history.

## Human Resources

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- Implemented eleven new and revised citywide personnel policies.
- Implemented PeopleSoft e-Performance and conducted 12 classroom trainings of approximately 402 supervisors.
- Developed Customer Service training pilot program for city employees.
- Implemented the latest Health Insurance Portability and Accountability Act compliant standard electronic exchange of administrative and financial healthcare transactions between the city and two healthcare providers.
- Revised the Family and Medical Leave Act Policy and Procedure and conducted ten trainings with approximately 550 supervisors.
- Enhanced the recruitment process to include national background checks through finger print process for all newly hired employees and for employees who are promoted into sensitive positions.

## Human Services

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- Facilitated 19 children adoptions including a sibling group of five boys.
- Approved 70 families to provide temporary care for children in foster care.
- Reunited 62 children with their families of origin.
- Completed 174 diligent searches to locate family for children in foster care.
- Held four new employee orientations with a total of 85 new employees attending.
- Installed 23 computers to assist citizens who submit applications electronically for services.
- Presented the Homeless Action Response Team (HART) model in Homeward's 7th annual Regional Conference on Best Practices to Prevent and End Homelessness in Richmond, VA.
- Assisted 2,080 adults through Adult Protective Services.
- Awarded a \$20,000 grant to develop a Fatherhood Development Group in partnership with the Department of Child Support Enforcement Intensive Case Management Program. Five employees were certified as master trainers in the fatherhood development curriculum.
- Completed the Five Year Strategic Plan.
- Provided \$432 million of benefits and services to the citizens of Norfolk - a 6.6 percent increase over the prior year.

## Libraries

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- Developed the TREK for Civility initiative and began offering library staff training and public programs about the value and virtue of civility.

- Successfully launched NPL's eBook, eAudiobook and downloadable magazine collections.
- Developed a new early learning initiative for 3-5 year olds, called KinderRead, and launched UMIGO™ in partnership with the Children's Museum of Manhattan, NY.
- Collaborated with and strengthened relationships with key community partners: Norfolk State University, Norfolk's Early Childhood Office, Literacy Partnership, Digital Connectors, AARP Virginia, Norfolk Public Schools (NPS), and Kids Priority One.
- Successfully launched the Sargeant Memorial Collection's Digital Images Project in connection with building the Slover Memorial Library's local history and genealogy images database.
- Participated in numerous outreach events, including: NPS Fall and Spring Parent University, NPS New Teacher Orientation, Festevents Children's Festival, NPS Pre K and K Early Registration Event, Teens With a Purpose, After the Bell programs, various college volunteer fairs, and the TowneBank Fountain Park Field Days.
- Successfully launched NPL's new website and had a 64% increase in visits to the NPL website.
- Partnered with Nauticus to stock the library on the USS Wisconsin with period books.
- Provided over 400,000 logged hours of computer access to patrons.
- Provided library services to over one million visitors.

## **Norfolk Community Services Board**

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- Transitioned Norfolk Community Services Board (NCSB) from an independent organization to a department in the City of Norfolk.
- Transitioned the NCSB Board of Directors from "Operating Board" to "Policy Administrative Board" under state code including increasing consumer Board membership.
- Worked through "right-sizing" and "right-staffing" for operational and services staffing for FY 2013 and FY 2014 implementation.
- Transitioned from paper health records to an electronic health records system.
- Implemented new electronic billing process for primary payors including Medicaid and Medicare.
- Addressed service delivery improvements and stabilization planning through identifying needed resources, setting goals and measures for certain programs, and identifying reimbursement improvements.
- Launched a benefit acquisition program to assist consumers with obtaining Supplemental Security Income Disability Benefits and Medicaid/Medicare insurance products.
- Redesigned and stabilized a major Department of Housing and Urban Development funded housing program, Shelter Plus Care.
- Reinitiated partnership with Norfolk Redevelopment and Housing Authority to address the housing and housing stabilization services needs of NCSB consumers.

- Redefined relationships for effective partnerships with the Department of Human Services Adult Protective Services, General Services, and Communications and Technology. Initiated partnerships with the Norfolk Police Department and Norfolk Fire-Rescue.

## **Norfolk Juvenile Court Service Unit**

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- Received Department of Criminal Justice Services Byrne Justice Assistance Grant to evaluate the City's Juvenile Justice services in FY 2014.
- Completed Planning Strategy to better serve juvenile justice youth with mental health needs through a cross system federal planning grant.
- Complied with state contact supervision standards at 98 percent.

## **Office of Budget and Strategic Planning**

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- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the city's municipal budget process.
- Coordinated the City of Norfolk's Second Annual Economic Roundtable in an effort to plan for the city's immediate and future needs. The Economic Roundtable serves as a forum to discuss issues, concerns, and opportunities impacting individual sectors as well as the overall local economy. The Economic Roundtable was attended by the private sector; neighboring localities; state, local and federal economists; the military; local university representatives; and city officials.
- Partnered with the Department of Communications and Technology to create a new public engagement strategy for the city's budget development process. The new process promotes transparency in budget development by providing residents an in-depth review of the processes related to revenue forecasting, expenditure projections, as well as providing insight on the impact of key budget drivers such as employee benefits, government transfers, government mandates, adhering to financial policies, and inflation.
- Coordinated as part of the city's efforts to be a well-managed government, a scientifically significant citizen survey to determine satisfaction with city services. The citizen survey was mailed to 1,600 households with a response rate of 19.5 percent. In addition to the citizen survey, the Budget Office coordinated an employee survey that was open to 3,866 full-time and permanent part-time employees. The employee survey had a response rate of 50.7 percent.
- Established citywide performance review teams, Strategic Workforce Analysis Team and the Executive Strategic Evaluation Team, as part of a well-managed government initiative designed to identify opportunities to improve service delivery, reduce ongoing operating costs and promote interdepartmental collaboration.
- Provided accurate revenue estimates in support of the budget development process. The FY 2013 General Fund revenue projections had a variance of less than one percent demonstrating the accuracy and reliability of the city's forecast modeling.
- Prepared the Annual Plan and Consolidated Annual Performance and Evaluation Report for submission to the U.S. Department of Housing and Urban Development (HUD).
- Collaborated with the Department of Communications and Technology to develop a database to track citywide grant activities.

- Created a weekly grant notification service to identify and disseminate grant opportunities for city departments and partner agencies.

## Office to End Homelessness

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- Collaborated with members of the Southeastern Virginia Homeless Coalition (SVHC) Norfolk Chapter in the development of a Centralized Intake/Assessment Process for single adults facing homelessness. When complete, this ongoing effort will provide those needing ongoing shelter, supportive services and/or housing with an efficient means of identifying and obtaining the resources they require.
- Coordinated Project Homeless Connect 14 in May 2013 and Project Homeless Connect 15 in January 2014 at the Norfolk Scope. Over 400 guests at each event were provided with one-stop access to a wide array of services including medical, mental health and dental programs; mainstream benefit programs; employment services; housing services; legal services; veteran services; and other client assistance programs. This year's event sponsors included Capital One, the Dalis Foundation and the United Way of South Hampton Roads.
- Partnered with Virginia Supportive Housing on the development of Church Street Station, an 81-unit mixed income studio apartment community that will offer permanent supportive housing for formerly homeless citizens and affordable housing for those entering the workforce.
- Joined with Virginia Supportive Housing and the City of Virginia Beach for the development of the fifth regional permanent supportive housing apartment complex, Crescent Square. The Crescent Square development will begin construction in the summer of 2014.
- Expanded its federally funded HOME Tenant Based Rental Assistance programs. These newly widened initiatives will provide financial subsidies for up to 40 households to acquire stable housing as they transition to residential self-sufficiency.
- Coordinated the yearly point-in-time homelessness census count for the City of Norfolk in partnership with the Planning Council and affiliated member agencies and provided summer and winter weather related outreach services to citizens confronted by extreme weather conditions.
- Participated with jurisdictional partners in the South Hampton Roads Regional Taskforce to End Homelessness and the Planning Council in the ongoing work to develop "The Healing Place" which will provide detoxification services and peer-based substance abuse resources for the community.
- Joined with the Norfolk Redevelopment and Housing Authority and local non-profit organizations to initiate the Housing Our Heroes in the Norfolk program. The community wide collaboration aims to end homelessness for veterans of military service residing in Norfolk by Memorial Day of 2015.
- Implemented initiatives to execute the City of Norfolk's Blueprint to End Homelessness by facilitating new collaborative relationships aimed at expanding the data gathering capacity of the region's Homeless Management of Information System (HMIS); broadening the impact of the newly developing Norfolk Street Outreach Partnership; providing civic organizations with the tools to identify, understand and address homelessness in their neighborhoods; and boosting the impact of program funding through the development of enhanced program outcome measures.

## Parking Facilities Fund

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- Completed a comprehensive financial evaluation to ensure long-term financial sustainability for the Parking Fund by refinancing outstanding Parking Revenue Bond Debt service costs, saving the fund approximately \$3.8 million (or 5.16%) of the original debt service cost.



- Reduced operating expenses and enhanced operational efficiencies by increasing use of technology and the expansion of the automation of payment collection in the parking garages.
- Contracted a parking consultant to conduct a building assessment study of parking structures.

## Police

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- Partnered with area schools to conduct a six-week Youth Leadership Academy program.
- Participated with the Norfolk Public Schools (NPS) Broad Creek Urban Youth Academy held at Richard Bowling Elementary.
- Continued efforts to develop partnerships, prevent crime, and solve problem neighborhood issues through community collaboration programs facilitated by the NPD Community Resource Officers such as the Citizen Academy. A total of 56 citizens attended two 13-week sessions.
- Continued ongoing efforts to maintain accreditation through the Virginia Law Enforcement Professional Standards Commission by submitting the Annual Verification of Compliance report.
- Received grants totaling \$572,516 for community policing, software and equipment, safety equipment, community outreach programs and supplies, and proactive selective enforcement initiatives.
- Initiated a Youth Summer Camp and a Youth Cycling Program through the Police Athletic League which included a combined 62 participants.
- Seized narcotics totaling over one and half million dollars with a total of 950 arrests which continued efforts to stem the flow of narcotics into the Norfolk community.
- Hosted over 25 training courses attended by personnel from over 30 local police agencies and other government organizations. This continued focus on hosting courses at departmental training facilities significantly reduced travel and per diem costs associated with outside training while providing additional training opportunities for a greater number of departmental personnel. This initiative also fosters interagency cooperation with outside law enforcement agencies.

## Public Health

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- Launched an innovative and comprehensive International Travel Clinic which provides preventive education, safety guidance, and specialized vaccinations to residents planning international travel.
- Expanded the family planning clinic program to include more effective, longer-acting reversible contraceptives.
- Partnered with community agencies to provide uninsured Norfolk residents with multi-lingual materials and technical assistance in registering for Affordable Care Act Health Insurance plans.
- Provided 400 free doses of the Flu vaccine to the community at multiple locations.
- Provided a Vote and Vaccine Exercise on Voting Day that vaccinated almost 200 individuals and allowed the department to exercise mass medication dispensing capabilities.
- Measured nearly 10,000 Norfolk Public School students in Grades K, 3, 5, 7, 10 for the Body Mass Index project to address childhood obesity.

- Provided new car seats to 520 families who participated in the infant and child safety seat education program.
- Offered 292 volunteer opportunities and recruited 58 new volunteers for a grand total of 157 volunteers in the Medical Reserve Corp (NMRC) unit. NMRC volunteers put in a total of 2,706 hours totaling \$67,002 in services.
- Served 267 youth participants between the ages of 10-14 in the Abstinence Education and Life Skills Program in efforts to educate youth by using a six week curriculum to help combat teenage pregnancy rates in Norfolk.
- Partnered with community health providers and hosted Illuminating Generations of Minority Health, a free health care event for families featuring an array of health screenings, breakout session, exhibitors, and guest speakers.
- Coordinated with a local veterinarian to offer rabies vaccines to pets at the Norfolk Health Department.
- Provided over 11,000 patients health care services in 15,300 visits.
- Awarded 921 restaurant operating permits.

## Public Works

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- Attended over 120 civic league and task force meetings to provide project updates and address citizen concerns.
- Completed numerous construction projects including: the new Amtrak Station, South Side Aquatic Center and the interior renovation of the Zoo Animal Wellness Center.
- Completed construction of the \$12 million Wesleyan Drive project through a successful partnership with the City of Virginia Beach.
- Cleared over 16,500 MISS Utilities Tickets and performed over 3,000 MISS Utilities inspections for underground utility hazards.
- Painted over 300,000 linear feet of pavement marking lane miles.
- Installed, replaced, repaired, and manufactured over 4,000 traffic signs.
- Issued over 5,000 roadway construction and hauling permits in addition to negotiating and administering franchise utility agreements which generated approximately three million in revenue.
- Resurfaced over 70 lane miles.
- Completed sidewalk ADA ramp survey. Installed over 200 ADA ramps using Community Development Block Grant funds.
- Completed 100 percent of the city's 52 bridge inspections; all met Virginia Department of Transportation requirements without load restrictions.
- Reduced litter generated during garbage collection and the number of damaged refuse carts and property claims filed by citizens by upgrading the fleet with 14 more efficient Labrie garbage trucks.
- Upgraded over 100 mercury vapor street lights to a higher output, more energy efficient, high pressure sodium version.

- Completed traffic signal upgrades at various locations using \$650,000 in federal grant funding.
- Installed red light enforcement cameras at the intersections of Saint Paul's Boulevard and Brambleton Avenue, and Little Creek Road and Chesapeake Boulevard.

## **Recreation, Parks and Open Space**

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- Designated as "Tree City USA" for the twenty-sixth consecutive year for the city's urban forestry efforts by the Arbor Day Foundation.
- Continued the Summer Plunge Program, a free water safety and swimming program at Berkley Outdoor Pool, Chesterfield Outdoor Pool, and Huntersville Indoor Pool. Approximately 5,000 people were served during the summer of 2013.
- Completed the Therapeutics Center Boundless Playground project.
- Replaced equipment at eleven playgrounds: Azalea Acres Park, Lafayette Residence Park, Larrymore Elementary School, Raleigh Avenue Playground, P.B. Young Elementary, Princess Anne Playground, Lafayette Residence, Northside Park, Maltby Mini Park, Pollard Street Park and Norfolk Fitness and Wellness Center.
- Completed the Therapeutic Recreation Center, Ingleside Gym, and Southside Aquatics Center.
- Hosted the Third Annual Norfolk Bike Month in partnership with the Department of Public Works, Norfolk Police Department, Seven Venues, Bike Norfolk, and Cultural Facilities, Arts and Entertainment in May 2012, in which 800 people participated.
- Provided mentoring to over 200 Norfolk Emerging Leader youth and NEL Executive Intern participants.
- Earned three Virginia Recreation and Parks Society awards for Best New Program, Distinguished Service Award and Distinguished Volunteer Service Award.
- Planted fourteen oak trees to establish the eighth Living Legacy Grove at Community Beach Park.
- Partnered with Norfolk Redevelopment and Housing Authority (NRHA) to improve grass cutting efficiencies by exchanging sites that are convenient locations for both Recreation Parks and Open Spaces and NRHA to maintain.
- Improved grass cutting efficiencies that has allowed RPOS to provide maintenance for 96 wastewater pump stations.
- Planted and replaced 869 trees during the planting season.

## **Sheriff and Jail**

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- Expanded landscaping services to 191 city properties on a ten day mowing cycle with the Sheriff's inmate workforce in partnership with the Park and Forestry Bureau of Recreation, Parks and Open Space. Parks and Forestry has expanded the number of sites from 99 in FY 2011, 151 in FY 2012, 184 in FY 2013 and 191 in FY 2014. The Sheriff's Workforce provided over 175,000 hours of labor in FY 2014 to civic league work requests and special requests from city departments such as Civic Facilities, Facilities Management, Fire Department, and Parks and Forestry.

- Provided over 44,000 hours of labor in daily work and night crews for events at Norfolk Scope/Chrysler Hall from the Norfolk Sheriff's Community Corrections program in FY 2014.
- Continued the Global Positioning System Electronic Monitoring Program (GPS) for an average of 25 non-violent offenders per day to intensive supervision in the community while serving a punitive sentence. A total of 302 offenders serve their jail sentence on GPS in FY 2014.
- Secured federal grants to pay for a new drug treatment program: Cognitive Behavior Drug Treatment Program. A total of 138 offenders completed drug treatment in FY 2014. Due to their completion of this program, Norfolk Circuit Court judges granted early release for 66 percent (or 91) offenders in FY 2014.
- Improved Laserfiche technology for the case management system, automation of records, and electronic document storage. This system improves processing of record retrieval for the Jail which in calendar year 2013 had 9,392 new admissions and 9,268 releases.
- Implemented DMV Connect for jail inmates. First and only jail to provide DMV ID cards for jail inmates close to their release date. It is envisioned that this will reduce offender recidivism and help with their transition to the community. A total of 122 offenders received a DMV ID in FY 2014.
- Implemented the First Intensive Reentry Programming for jail inmates in the State of Virginia. The programming is now the model used for other jails and the Virginia Department of Corrections Reentry Programming. A total of 209 offenders received Reentry Programming prior to their release in FY 2014.
- Honored as a 2010, 2011, and 2012 "Best Places to Work in Hampton Roads" and Best Overall Places to Work in 2012. Norfolk Sheriff Office was recognized by Inside Business as one of its Hall of Fame recipients.
- Achieved reaccreditation by the Virginia Law Enforcement Professional Standards Commission.

## **Storm Water Management**

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- Developed a combined storm water prioritization master plan for capital improvement funding to reduce flooding and improve water quality.
- Completed projects that included Cape Henry Avenue drainage improvement, Conoga Street drainage improvement, Greenway Park storm water pond installation, Myrtle Park wetland restoration, and renovations to Tidewater Drive and Little Creek storm water pump stations.
- Completed outfall improvements to 5th Bay Street, 9th View Street, 10th View Street, 12th View Street and Mason Creek Road.
- Coordinated with the City of Chesapeake to complete Phase I of the Halifax Lane drainage improvement project.
- Developed the implementation plan to adopt the Construction General Permit program associated with Construction Activity by July 1, 2014.
- Completed preliminary design for dredging Mason Creek.
- Developed a study to assess the existing storm water outfalls, evaluate the need for dredging and outfall maintenance, and prepare alternatives for enhancing water quality in The Hague.
- Expanded the sweeping program to sweep all arterial roads twice per month during evening hours. Swept over 18,050 curb miles per month removing approximately 6,500 tons of debris and pollutants annually.

- Updated the flooding website and developed the City's water quality website.
- Partnered with the Lafayette River Steering Committee to coordinate RiverFest, an education and outreach event to restore the health of the River.
- Developed the City's BayStar Homes program citywide, based on the pilot program, RiverStar Homes, started by the Elizabeth River Project.

## **The National Maritime Center**

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- Opened additional spaces below deck aboard the Battleship Wisconsin to support expanded self-guided and guide led tours.
- Completed Battleship Wisconsin construction on shipboard life/safety, heating, ventilation, and air conditioning (HVAC) system, and restroom facility improvements to support interior overnight guest stays and event venues aboard the vessel.
- Continued to grow unique and popular battleship themed programs such as scout overnights, Haunted Battleship, and Fantail Friday movie series.
- Conducted second "Swing Time Salute" play - a 1940's era stage production held through 18 performances on the Battleship Wisconsin fantail.
- Opened several new Wisconsin themed exhibits including a new Wisconsin entrance experience, new below deck tour route interpretation, and the Spy Ship program that allows guests to explore exclusive newly opened spaces on the Wisconsin as they search the ship for clues and solve riddles.

## **Towing and Recovery Operations**

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- Towed over 3,600 vehicles of which 748 were considered abandoned and/or nuisance vehicles.
- Partnered with the City Treasurer's office to assist with collecting unpaid personal taxes.
- Partnered with IMPACT to handle after hours phone calls for the city.
- Provided after hours answering services for the Department of Public Works.
- Continued to assist the Norfolk Fire Department and the Federal Bureau of Investigation (FBI) by providing over 35 derelict vehicles for training of both new recruits and seasoned veterans.
- Continued to assist Tidewater Regional and Richmond Criminal Justice Services by providing a place for citizens to perform community service assigned by the courts.
- Partnered with Waste Management as a 24 hour satellite drop off for electronic and paper recycling.

## **Utilities**

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- Awarded the Virginia Water Environment Association's (VWEA) 2013 Silver Industrial Waste and Pretreatment Environmental Excellence Award for Water Production at the Moores Bridges Water Treatment Plant.

- Reduced costs and implemented efficiencies:
  - Water Revenue Bonds Refunding, Series 2012 resulted in \$6,776,600 of debt service savings for FY 2013 (net savings of \$4,985,000).
  - Obtained \$10.0 million, 20 years, zero-interest loan from the Virginia Resources Authority resulting in \$440,000 in first year interest savings.
  - \$200,000 by continued optimization of the times when finished water is pumped into storage tanks to best match production during peak demand periods.
  - \$300,000 annually in chemicals and maintenance costs by improving water treatment solids handling process.
  - \$200,000 annually by more frequent competitively bidding the ferric sulfate contract for the water treatment plants.
- Inspected 646 food service establishments for fats, oils, and grease control devices.
- Began construction on an ultraviolet light (UV) disinfection system to make Norfolk the first in the state of Virginia to use UV disinfection for surface water treatment.
- Over 48 percent of the payments (363,320) remitted for utility bills were done so via website or telephone through the Interactive Voice Response (IVR) and 24 percent (approximately 16,000 of the 65,000) customers are currently receiving electronic statements.
- Norfolk became the first municipality to distribute the Water Quality Consumer Confidence Report (CCR) electronically. This change saves approximately \$20,000 in postage and printing costs.
- Celebrated Norfolk's 140<sup>th</sup> Anniversary of providing drinking water to residents and businesses. Publicity efforts resulted in a front page feature article in the Norfolk Compass supplement Virginian-Pilot.
- Partnered with the City of Virginia Beach to fight against a proposal to lift the 1983 state ban against uranium mining. Our objections to the mining resulted in the repeal of legislation to lift the current ban and a commitment from the Governor to oppose any further efforts to change the current restrictions.

## Zoological Park

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- Purchased and installed new point-of-sale system in 2013 which includes sales from the front entrance admission gates, gift shop, restaurant, memberships, education programs, and special events.
- Completed construction of zoo's animal wellness hospital and diet kitchen. The animal wellness campus includes an animal hospital, animal diet kitchen, and an outdoor campus with key educational components promoting medicine, proper nutrition, exercise, and outdoor activity.
- Renovated and improved animal exhibits such as binturong, cassowary and red panda to provide more visitor interaction with the animal collection and increase exposure of the animals to the public.
- Accredited by the Association of Zoos & Aquariums in 2013. The accreditation process includes a detailed application and a meticulous on-site inspection by a team of trained zoo and aquarium professionals. The Zoo underwent a thorough review to ensure it has and will continue to meet rising standards, for animal care, veterinary programs, conservation, education, and safety.